

27 December 1967

MEMORANDUM FOR THE RECORD

SUBJECT: Discussion with [REDACTED] on 18 December 1967

1. On 18 December 1967 I discussed with [REDACTED] his views on the quality of junior professional personnel input. [REDACTED] said his impression is that the quality of incoming CTs has not changed over the years. He thinks we are continuing to obtain excellent young officers who are sufficient for the Agency's needs in terms of future senior leadership. [REDACTED] comments were restricted to the CTs and did not encompass junior professional personnel as a whole.

2. [REDACTED] pointed out the known fact that more and more college students are going on into the graduate schools. He believes that our University Associates Program is confined largely to the colleges rather than the universities, or rather to the undergraduate schools. Baird is of the opinion that we must gear our recruitment program more effectively to the graduate rather than to the undergraduate schools. Also, he thinks that our recruitment program is handicapped by the fact that most of our recruiters' relationships are with administrative officials of the university rather than with members of the professorial staff.

3. [REDACTED] recurred to the question of our reaching an appropriate relationship with the State Department to allow the Agency to obtain the roster of applicants for the Foreign Service who are not taken into the Foreign Service. It is clear that the Foreign Service is able to take only a slight fraction of the many hundreds or several thousands of young people who make application. Thus, we would not be taking the culls.

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4. [REDACTED] also expressed the opinion that we are not really approaching the Defense Department in an effective way with respect to obtaining junior officer personnel. He thinks that our approach is not sufficiently systematic, not sustained enough, nor wide enough in scope.

5. With respect to the problem of our recruiting relationships with the State and Defense Departments, [REDACTED] recalled that General Marshall, 25X1A9a when he was with the military establishment, and Bedell Smith, as head of CIA, signed a document on the JOT Program during the Korean War which formalized a high-level relationship between the military establishment and CIA with respect to the recruitment of young officer personnel for CIA. Baird believes that the DCI should establish approaches and procedures with such other governmental agencies at the high level which his own office represents.

[REDACTED]

John Richardson
Director of Training

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